



Senior Executive  
**MANAGEMENT**  
**PROFICIENCY**  
Program

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*Directorate for Administration*

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## SENIOR EXECUTIVE MANAGEMENT PROFICIENCY PROGRAM

### Directorate for Administration

The Directorate for Administration endorses the policy of a program for maintenance of management proficiency by its senior executives.

The Senior Executive Management Proficiency (SEMP) program recognizes that, as in the case of other professions, the practice of Federal executive management is not static. Management policies of the Government -- Congress, GAO, OMB -- are subject to constant revision, modification, amendment, and evolution. The environment -- political, social, economic -- in which the executive manager operates is forever shifting. Students of the behavioral, information, and management sciences flood us with new theories. Technology offers an unlimited store of options to improve efficiency and effectiveness. These myriad changes are a challenge to the executive manager.

In a small organization, such as our DDA, maintenance of management proficiency is essential. In recognition of this need, I have directed the establishment of the SEMP program.

SEMP participants - DDA Office Directors and Deputy Directors, and DDA Division Chiefs and Deputy Division Chiefs.

#### SEMP criteria and standards -

Required minimum attendance for one week each calendar year at a seminar, symposium, course, etc., listed in this booklet.

Suggested attendance or participation in events and activities of professional societies, particularly those that are management oriented.

The offerings listed in this booklet include external courses for which enrollment can be arranged directly through OTR, internal OTR courses for which the Directorate has a quota, and courses for which the individual must compete through the Training Selection Board.

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Applications and other administrative action for SEMP program courses will be handled under normal, existing procedures. Questions may be referred to CMO/DDA who is responsible for Directorate coordination of SEMP.

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John F. Blake  
Deputy Director  
for  
Administration

September 1976

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SENIOR EXECUTIVE MANAGEMENT PROFICIENCY PROGRAMS  
FOR DDA OFFICE DIRECTORS AND DEPUTY DIRECTORS

1. Executive programs for developing a management philosophy appropriate to present day CIA requirements and operational support.

\* Levinson Seminar on Leadership - (Office of Training)

The Seminar is devoted to the psychological aspects of organizational leadership and has two objectives: to teach executives the fundamental principles of human behavior and to give them practice in applying these principles to business realities.

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5 days - [REDACTED], GS-16 and above

Computer Courses for Executives - (International Business Machines Corporation)

There are several IBM courses designed for policy and functional level executives who have a need to better understand computers and the related and relevant technological aspects of their organization's data processing resource.

5 days - Poughkeepsie, New York

No tuition involved.

Labor Relations Symposium for Executives - (Civil Service Commission)

Designed to provide a thorough introduction for public managers and executives dealing in labor-management relations with particular reference to current issues of impact in public sector collective bargaining.

3 days - Washington, D. C. - Cost: \$200

GS-16 and above

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\* Seminar in Career Management - (Columbia University)

Objectives are to maintain the motivation and relevant technical competence of experienced managers and senior professionals; to foster conditions in which senior managers can work effectively with less experienced but technically capable managers and professionals.

5 days - Arden House, Harriman, New York

Cost: \$850

2. Management by Objectives and administrative policies for implementation in the DDA.

Management by Objectives - (Civil Service Commission)

MBO provides a means for improving organizational effectiveness and assures more direct measurement of inputs and outputs. Determining the achievement of results in key areas of effectiveness is one of the tangible results of this program.

5 days - Washington, D. C. - Cost: \$275

Analyzing Managerial Key Results Areas and Formulating Objectives - (Civil Service Commission)

This seminar is a practical, "hands-on" learning experience in which participants can practice several key techniques and methods needed to help make MBO a truly effective management system.

3 days - Washington, D. C. - Cost: \$140

3. Development of the Office Head at the time of appointment.

Managing Organization Development - (Civil Service Commission)

Executives in any organization have the big role in the accomplishment of their organization's objectives. Organization development is a systems approach to assist in the accomplishment of these objectives.

3-1/2 days - Washington, D. C. - Cost: \$225

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\* Developing Subordinates: The Role of Executive Coaching - (Civil Service Commission)

This seminar helps executives identify and practice the skills necessary for successful coaching of subordinates.

3 days - Washington, D. C. - Cost: \$225

GS-16 and above

\* Executive Leadership Seminar - (Civil Service Commission)

This seminar will present executives with an opportunity to explore some of the recent developments and research findings about leadership in formal and informal organizations.

3-1/2 days - Washington, D. C. - Cost: \$250

GS-16 and above

Managerial Effectiveness Seminar - (Civil Service Commission)

The program confronts teams of four to eight members with a wide variety of problems to solve; the problems generally relate to methods of achieving managerial effectiveness through the recognition and use of styles.

6 days, residential - various locations

Cost: \$475, including accommodations

GS-16 and above

Executive Assessment Center - (USDA Graduate School)

Provides an opportunity for public employees within Government agencies to receive an extensive report of their strengths and weaknesses in a number of important management skills, and provides an opportunity for an organization to identify supervisory, middle management or executive skills among its own personnel.

3 days - Washington, D. C. - Cost: \$455

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Organization Development Seminar - (Civil Service Commission)

This seminar will help clarify the meaning of O.D. and point out when it can be useful to Government executives. It will survey the broad field of O.D. techniques, describe what each has to offer, and show how each can be related to a total O.D. effort. The emphasis will be on its practical utility to Government executives.

3 days - Washington, D. C. - Cost: \$225

GS-16 and above

X Management of Managers - (University of Michigan)

Objectives are to develop and refine the effectiveness of the manager of other managers in the areas of communication, management skills, leadership styles, techniques of maximizing profit and productivity, in order to contribute to executive success.

6 days - Ann Arbor - Cost: \$625

4. Training Selection Board - Conferences and Seminars at The Brookings Institution

Conferences on Business in Contemporary Society

The purpose of these conferences is to provide an educational experience which will sharpen the sensitivity of participants to the ways in which major corporations operate at the executive level, and the responsibilities and motivations of top managers. Also touched on are business-government relationships and the role of business in our national life.

5 days (Each conference visits one or two major corporate headquarters cities.)

Cost: \$550 - GS-16 and above.

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Conferences for Science Executives on Issues in  
Science and Technology

These conferences are conducted for senior officers with scientific training who are working as research scientists, administrators of scientific activities, or as engineers engaged in scientific programs.

5 days - Williamsburg, Virginia - Cost: \$600

GS-16 and above.

Conferences for Senior Executives on Public Policy  
Issues

These conferences are conducted for Federal management and program officers. The conferences will assist senior career executives to meet their leadership responsibilities by providing opportunities for stimulating study and discussion of major issues of public policy.

2 weeks - Williamsburg, Virginia - Cost: \$1,100

GS-16 and above.

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SENIOR EXECUTIVE MANAGEMENT PROFICIENCY PROGRAMS  
FOR DDA DIVISION CHIEFS AND DEPUTY CHIEFS

1. Awareness of personnel practices of CIA and other Government agencies.

Equal Employment Opportunity Seminar - (Office of Training)

Two-day seminar which emphasizes the role of Agency supervisors in implementing Agency policies on EEO. It assists supervisory personnel in understanding policies and requirements set forth by the Federal EEO Program.

2 days - Chamber of Commerce Building

Career Counseling Course - (Office of Training)

The objective of the course is to enhance the capability of those individuals who are responsible for providing career guidance to Agency employees.

3-1/2 days -

2. Management by Objectives and administrative policies for implementation in the DDA

Management by Objectives - (Office of Training)

This course will cover the evolution and theory of MBO and will include an analysis of the application of MBO within CIA.

3 days - Chamber of Commerce Building

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3. Awareness of EEO objectives.

The Manager's Role in Equal Employment Opportunity -  
(Civil Service Commission)

Designed to delineate the precise EEO responsibilities of managers and to provide them with concrete ways to develop and implement a personal EEO plan (formerly affirmative action plan).

3 days - Washington, D. C. - Cost: \$160

Practical Approaches to Affirmative Action Compliance -  
(American Management Association)

Designed for persons newly assigned the responsibility for administering their organization's Affirmative Action Plan. Format is designed to present practical case applications, concepts, techniques, skills and practice sessions, including question-and-answer periods and small group discussions.


3 days - New York/Chicago, etc. - Cost: \$410

4. Executive programs for developing a management philosophy appropriate to present day CIA requirements and operational support.

Management Seminar - (Office of Training)

Objective is to improve the managerial effectiveness of participants through candid dialogues with senior Agency managers, presentations on current management theory, management simulation exercises, practices in management problem-solving, improved communication and understanding among Agency middle managers, and management case studies.

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2 weeks - Chamber of Commerce Building 

GS-13 - GS-15

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Labor Disputes and Their Resolutions - (Civil Service Commission)

Prepares the management team for labor disputes and other militant actions through development of a labor relations policy that stresses strike prevention and contingency plans and the resolution of disputes. The course analyzes factors leading to job actions and other disruptions of the work environment.

3 days - Washington, D. C. - Cost: \$250

Senior Seminar - (Office of Training)

Offers general training for senior officers on intelligence related subjects. The organization and content of the Seminar are on a level with the State Department's Senior Seminar in Foreign Policy, the senior military schools, and the Federal Executive Institute.

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9 weeks

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Chamber of Commerce Building, including a field trip of 3 days (7-1/2 weeks);

(1/2 week).

GS-16 and above, and promising GS-15's

5. Development of executive at the time of appointment to the position or at time of entrance to the Executive Career Service.

Middle Management Assessment Center - (USDA Graduate School)

Provides an opportunity for public employees within Government agencies to receive an extensive report of their strengths and weaknesses in a number of important management skills, and provides an opportunity for an organization to identify supervisory, middle management or executive skills among its own personnel.

3 days - Washington, D. C. - Cost: \$455

Decision Making for Managers - (Civil Service Commission)

This course explores the theory and techniques of decision-making. The emphasis throughout will be on the practical applications for the Government manager.

3-1/2 days - Residential Seminar - Cost: \$250

New Frontiers of Management - (University of Michigan)

To prepare participants to deal with current and future developments in management, particularly the various dimensions and implications of change in today's and tomorrow's organizations.

1 week - Ann Arbor - Cost: \$495

6. Training Selection Board Programs

Executive Leadership and Management Program - (Federal Executive Institute)

This program is designed to serve the needs of Federal executives at the critical time of transition into executive-level responsibilities. The curriculum provides for individual assessment and goal setting; study of executive roles; identification of Government-wide and agency perspectives in organization, management, and programs; and identification of resources for continued executive development and accomplishment.

3 weeks - Charlottesville, Virginia - Cost: \$1,300

Executives within 18 months after their initial entry into a position at GS-16 or above.

Conferences and Seminars - (The Brookings Institution)

Conferences on Business in Contemporary Society

The purpose of these conferences is to provide an educational experience which will sharpen the sensitivity of participants to the ways in which major corporations operate at the executive level, and the responsibilities and motivations of top managers. Also touched on are business-government relationships and the role of business in our national life.

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5 days - Each conference visits one or two major corporate headquarters cities.  
Cost: \$550

GS-16 or above.

Conferences for Science Executives on Issues in Science and Technology

These conferences are conducted for senior officers with scientific training who are working as research scientists, administrators of scientific activities, or as engineers engaged in scientific programs.

5 days - Williamsburg, Virginia - Cost: \$600

GS-16 and above.

Conferences for Senior Executives on Public Policy Issues

These conferences are conducted for Federal management and program officers. The conferences will assist senior career executives to meet their leadership responsibilities by providing opportunities for stimulating study and discussion of major issues of public policy.

2 weeks - Williamsburg, Virginia - Cost: \$1,100

GS-16 and above.

NOTE: These schedules are subject to change. Please consult with your training officer or the Chief, Records and External Programs Group, Office of Training (Ext. 3396), before making a final selection and submitting your application.